



ADOT Pedestrian Safety Action Plan

PGKG 3267
Contract # TO849U0001

Work Plan

ADOT TPD Task Assignment TPD 04-08

Prepared by:



Kimley-Horn
and Associates, Inc.

Prepared for:

ARIZONA DEPARTMENT OF TRANSPORTATION

January 23, 2008
091374020

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1. INTRODUCTION

1.1 Problem and Need Statement

In 2005, Arizona ranked 5th highest in the nation in pedestrian fatalities per 100,000 residents, with 164 pedestrian fatalities on Arizona's roadways—a nearly 30% increase from 2003 levels. To reduce the number of pedestrian crashes throughout Arizona, the state of Arizona is participating with the Federal Highway Administration (FHWA) as one of thirteen “focus states” receiving technical assistance to reduce pedestrian crashes, fatalities, and injuries. The Arizona Department of Transportation (ADOT) is leading the initiative in coordination with FHWA Arizona Division Office and the Arizona Governor's Office of Highway Safety.

1.2 Study Goals and Objectives

The purpose of Task Assignment TPD 04-08 is to develop an ADOT Pedestrian Safety Action Plan to reduce the frequency of pedestrian crashes, fatalities, and injuries on the state highway system. The ADOT Pedestrian Safety Action Plan will establish a framework and identify practical and achievable strategies to improve pedestrian safety on the state highway system.

The Plan will identify specific steps, actions, and countermeasures that upon implementation and over time will have the potential to measurably reduce pedestrian crashes, injuries, and fatalities on Arizona's state highways.

The Plan will be a culmination of effective stakeholder involvement, problem identification, and prioritization of solutions. The success of the Plan will be gauged by its effectiveness to focus resources to implement solutions that reduce the greatest number of pedestrian crashes.

Specifically, the Pedestrian Safety Action Plan will:

- Summarize existing pedestrian safety conditions and obstacles (Task 2)
- Develop pedestrian safety goals and objectives for ADOT (Task 3)
- Develop a procedure to identify promising pedestrian countermeasures projects that can be implemented to reduce pedestrian crashes, injuries, and fatalities (Task 4)
- Identify high-priority pedestrian safety projects for the state highway system (Task 4)
- Develop a prioritization system to rank competing projects (Task 4)
- Develop programming-level cost estimates for the high-priority projects (Task 4)
- Assess the funding gap for safety projects on the state highway system. Recommend potential funding alternatives for pedestrian infrastructure (Task 5)
- Recommend needed programs, policies, tools, resources, or data to meet pedestrian safety goals and objectives (Task 6).

The ADOT Pedestrian Safety Action Plan will be developed, to the extent defined in the scope of work, based on guidance provided in the FHWA How to Develop a Pedestrian Safety Action Plan and the Arizona Supplement to the national guide that was completed in April 2007 by the ADOT Highway Enhancements for Safety Team.

1.3 Study Area

The study area for the ADOT Pedestrian Safety Action Plan consists of all roadways included in the Arizona state highway system, including intersections with major arterial streets and state highways, such as freeway ramp termini and major arterial streets that intersect with state highways.

1.4 Key Issues and Challenges

1.4.1 *Coordination with Tribal Governments*

A disproportionate number of crashes, fatalities, and injuries occur on tribal governments. Tribal lands account for more than 25 percent of the land area of Arizona. State highways cross every major Reservation in Arizona. On most of Arizona's tribal lands, state highways are the primary road network connecting tribal governments. Coordination and outreach to Arizona's tribal governments will be of special concern throughout the study to identify pedestrian safety concerns, causes, and approach countermeasures.

InterTribal Council of Arizona, a member of the Kimley-Horn team, will provide outreach and coordination with the tribal governments. We recognize that coordination with tribal governments is difficult. In addition, most tribal governments do not submit crash reports to ADOT and Arizona DPS. To maximize information obtained from tribal governments, the Kimley-Horn team will focus outreach and input gathering activities on seven tribes:

- Hopi
- Navajo
- White Mountain Apache
- San Carlos Apache
- Pascua Yaqui
- Tohono O'odham
- Gila River

Crash data from tribal governments will be analyzed and addressed in the PSAP to the extent that summaries are made available to the Kimley-Horn team from the Tribal governments. The ADOT Pedestrian Safety Action Plan will include a comprehensive review of individual crash reports.

1.4.2 *Pedestrian Crash Data Analysis*

Analysis of pedestrian crash data will build upon work already completed by the ADOT Highway Enhancements for Safety Team, and will include the following:

- Identify high pedestrian crash locations, corridors, and areas on the state highway system by comparing high-crash locations to the total number of pedestrian crashes. We will also identify system-wide concerns. Our methodology may utilize weighted pedestrian crash data, giving more weight to fatal pedestrian crashes.
- Determine whether pedestrian crashes areas are isolated/spot problems, corridor problems, or a broader problem that affects a wider area or jurisdiction.
- Review highway safety literature and identify pedestrian safety countermeasures and programs that have demonstrated effectiveness in reducing pedestrian crashes, injuries, and fatalities.
- Summarize countermeasure and program effectiveness and associated factors that either contribute to or adversely impact effectiveness.

- Determine whether the appropriate solutions are construction, design, education, or enforcement in nature.

We recognize that a lack of pedestrian crashes does not mean that conditions in a location, corridor, or area are safe for pedestrians, and that pedestrians may be avoiding these areas because of the perception of danger. In addition, a location with a high number of crashes may represent the large number of pedestrians at that location. Stakeholder surveys and interviews will ask stakeholders to identify areas of high pedestrian activity.

1.4.3 Broad-Based Support from Executive Management, Appointed, and Elected Officials

An effective Pedestrian Safety Action Plan cannot be developed in the proverbial ‘black-box’, but requires a broad-based commitment from key players throughout ADOT. All must internalize that the ADOT Pedestrian Safety Action Plan is not just an exercise for the “planning division” or the “safety division” to develop. At every stage of the project, from planning to funding to design to construction and maintenance, ADOT must ensure that key players, not just top-level decision makers, understand the commitment to safety.

It is anticipated that a primary recommendation of the ADOT Pedestrian Safety Action Plan may be to develop an ADOT pedestrian policy. While full development and adoption of an ADOT Pedestrian Policy is beyond the scope of this project, the ADOT Pedestrian Safety Action Plan will lay the framework and foundation for full development of an ADOT Pedestrian Policy.

The ADOT Pedestrian Safety Action Plan will also include a review of ADOT design manuals, policies and procedures and identify elements that should be modified to reflect additional considerations for this outlook: to prevent pedestrian safety problems from occurring before a project is initiated or funding is dedicated. This does not mean every project will cost more—money could be saved in the long run.

1.4.4 Including the Private Sector

The Pedestrian Safety Action Plan will include consideration of private-sector opportunities to improve pedestrian safety in Arizona. The Pedestrian Safety Action Plan may result in recommendations to improve guidelines or policies relating to privately-funded infrastructure improvements. For example, a review of ADOT manuals and policies may identify or recommend elements / areas that address privately-funded infrastructure improvements to state highways for the purpose of preventing pedestrian safety problems from occurring before approval is granted to a development or project on a state highway.

1.5 Technical Advisory Committee

A Technical Advisory Committee (TAC) will be established to guide the study process. The following ADOT divisions and external agencies are likely to be represented on the TAC:

- ADOT Intermodal Transportation Division – Districts
- ADOT Intermodal Transportation Division – Roadway Engineering Group
- ADOT Intermodal Transportation Division – Traffic Engineering Group – Highway Enhancements for Safety (HES) Section
- ADOT Public Transportation Division
- ADOT Transportation Planning Division – State and Regional Planning Section
- FHWA Arizona Division Office
- Governor’s Office of Highway Safety

- Department of Public Safety
- MPOs/COGs
- City and county representatives

2. STUDY TASKS

The ADOT Pedestrian Safety Action Plan will consist of performing seven work tasks as listed in the ADOT Task Assignment TPD 04-08.

Seven Technical Advisory Committee (TAC) meetings will be held. These are scheduled to follow major project milestones and report submittals as outlined in the following summary.

Task 1 Development of Work Plan

The objective of Task 1 is to prepare a Work Plan to refine the work tasks and associated products, schedule, and project management framework to ensure that the objectives of ADOT and the TAC are achieved.

Work Activities

- In cooperation with the ADOT project manager and the TAC, develop a Work Plan that will include a refined scope of work including detailed study tasks, goals, and objectives; project schedule; and key issues and challenges.
- Schedule, prepare for, and attend a kick-off meeting with the ADOT project manager to discuss the Work Plan. The Kimley-Horn team will prepare a meeting summary.
- Address ADOT comments to the Work Plan made at the kick-off meeting. Submit a revised Work Plan to the ADOT project manager for review and approval for distribution to the TAC.
- Schedule, prepare for, and attend the first TAC meeting. The Kimley-Horn team will prepare a meeting summary.
- Address TAC comments made at the first TAC meeting and prepare the final Work Plan; submit the final Work Plan to the ADOT project manager for posting on the ADOT website.
- Prepare monthly invoices and progress reports.

Products

- Kick-off meeting agenda, presentation materials, and meeting summary
- Project Work Plan
- TAC Meeting No. 1 agenda, presentation materials, and meeting summary

Task 2 Research and Summarize Existing Conditions and Obstacles

The objective of Task 2 is to summarize existing pedestrian safety conditions and obstacles on the state highway system. The majority of this information will be gleaned from stakeholder, jurisdiction/agency/tribal, and general public surveys and questionnaires, as well as a review of available crash data. General questions that will be researched are:

- Who is walking on state highways, how much, and why? This will be identified through the literature review, surveys, census data, and regional modeling data. No field surveys are anticipated.
- How safe is it to walk on state highways? This will be identified through crash data analysis and stakeholder and survey respondent input.

- What is the current status of pedestrian infrastructure on state highways? This will be focused on those areas that are identified as high-crash location areas. Information will be obtained primarily through available GIS databases, stakeholder input received from surveys and interviews, supplemented with checks using the ADOT photolog.
- What is the current level of pedestrian planning among state, regional, and local public agencies? This will be identified through the literature review, stakeholder interviews, surveys and TAC member input.
- What advocacy, nonprofit, and collaborative groups currently exist in the State? This will be identified through Arizona Nonprofits Organization, United Way, America Walks member organizations, and through internet searches, and stakeholder input.

The research findings of Task 2 will provide the foundation for establishing pedestrian safety goals (Task 3), identifying high crash locations on the state highway system that require additional analysis (Task 4), developing countermeasures for the high-priority locations (Task 4), and identifying additional data that is needed to measure progress toward the goals (Task 6). The data and information collected during Task 2 will help to identify the barriers and deficiencies to meeting pedestrian safety goals and to implementing pedestrian safety policies.

Work Tasks

A. *Research and summarize pedestrian demand and locations*

- Research and compile an inventory list of existing available transportation / pedestrian safety plans and documents from public agencies and jurisdictions. In addition to ADOT, the focus will be those agencies and jurisdictions that have bearing on the state highway system. Distribute the list to the TAC for review. Obtain any additional documents suggested by the TAC.
- Research and compile an inventory of literature that describes pedestrian safety countermeasures and programs that have demonstrated effectiveness in reducing pedestrian crashes, injuries, and fatalities. Summarize associated factors that either contributes to or adversely impact effectiveness. The results of the literature scan will serve as input to selection of countermeasures and their prioritization in Task 4.
- Review ADOT Pedestrian Demand Index Map developed for the ADOT Bicycle and Pedestrian Program. The map will serve to focus and identify areas for additional inventory of pedestrian conditions and facilities on the state highway system.
- Develop, distribute, and post to the web two pedestrian safety surveys:
 - (1) Survey for ADOT, local jurisdiction, tribal governments, and advocacy organizations. This survey will request input on:
 - Areas of high-pedestrian use on the state highway
 - Existing pedestrian infrastructure
 - General pedestrian obstacles that they have faced on the state highways
 - Specific safety concerns
 - Pedestrian funding for input to Task 5, including current funding allocations for pedestrian infrastructure, maintenance programs and plans.
 - Stakeholder input of unfunded needs for pedestrian infrastructure (including sidewalks, curb-cuts, crosswalks, etc.), maintenance, programs, and plans.
 - (2) Survey for the general public. This survey will request input on:
 - General pedestrian obstacles that they have faced on the state highways (guidance will be provided as to what the state highway system is)
 - Specific safety concerns.

- Develop a media release to be distributed requesting citizen response to the survey and directing them to the azbikaped.org website.
- Supplement information received from the survey results where needed with stakeholder interviews (by telephone) with staff from up to 20 jurisdictions. The interviews will focus on jurisdictions that rely heavily on the state highway system. Other locations could include smaller cities with high pedestrian activity such as Nogales and Page.
- Obtain and review existing data on walking such as the National Household Travel Survey, the U.S. Census Journey to Work data, and other available information regarding pedestrian usage from sources including the Maricopa Association of Governments, Pima Association of Governments, and the Flagstaff Metropolitan Planning Organization.
- Obtain input and available information regarding walking to transit with a special emphasis on pedestrian crossings at transit stops on state highways. Information may be obtained from agencies such as Sun Tran (Tucson), Valley Metro (Phoenix), and other transit agencies and services. This may include boarding information for bus routes that are on state highways or intersecting with state highways. Transit agencies will also be asked to identify any pedestrian safety concerns affecting state routes.

B. Analyze pedestrian crash data

- Obtain and analyze pedestrian crash data. Identify high-density crash locations within the study area (on state highways). This work will build upon work already completed by the ADOT Traffic Engineering Group – HES Section. Identify spot locations, corridors, target areas, and jurisdictions.

C. Document status of Existing Pedestrian Infrastructure on State Highways

- Based on input received from stakeholder interviews and surveys, and the review of crash data, summarize the current status of pedestrian infrastructure on state highways. The focus of this summary will be high crash locations on the state highway system. Where practical and needed, ADOT photo log will serve as supplemental data. This assessment will be a descriptive example of pedestrian infrastructure.

D. Document the current level of pedestrian planning among state, regional, and local public agencies

- Summarize and assess the current level of pedestrian planning among state, regional, and local public agencies as it relates and pertains to the state highway system. The summaries will be based upon stakeholder surveys and responses and a review of planning and programming documents from local and state agencies.
- Review existing local jurisdiction pedestrian plans, general plans, Americans with Disabilities Act (ADA) transition plans, and other applicable planning documents. Summarize their pedestrian policies.
- Document pedestrian safety objectives and goals of local, state, federal, and tribal governments.
- Research and document advocacy, nonprofit, and collaborative groups/efforts that currently exist or are underway throughout the state that focus on pedestrian safety issues. Describe each of these groups' role and activities.

E. Prepare Working Paper No. 1

- Prepare draft Working Paper No. 1. The Working Paper will document information and data gathered during Task 2 and will include graphical and tabular data summaries of existing highway system and study area conditions.
- Submit draft Working Paper No. 1 to the ADOT project manager for review and approval for distribution to the TAC.

- Schedule, prepare for, and attend the second TAC meeting where we will present Working Paper No. 1. The Kimley-Horn team will prepare a meeting summary.
- Address TAC comments and prepare the final Working Paper No. 1 and submit the final Working Paper to the ADOT project manager for posting on the ADOT website.

Products

- Working Paper No. 1 - Existing Conditions and Obstacles
- TAC Meeting No. 2 agenda, presentation materials, and meeting summary

Task 3 Develop Goals and Objectives

The purpose of Task 3 is to develop pedestrian safety goals and objectives for ADOT. Goals and objectives will be based on research findings from Task 2 and will consider other existing stakeholder goals and objectives found in local, regional, and federal plans.

Work Tasks

- Develop draft pedestrian safety goals and objectives for ADOT. Goals and objectives will be based on research findings from Task 2 and will consider other existing stakeholder goals and objectives found in local, regional, and federal plans.
- Following identification of goals and objectives, identify specific actions needed to achieve the goals and to implement the objectives. To the extent feasible and applicable, implementing agencies will be identified for each objective and action item.
- Prepare draft Working Paper No. 2 that documents the goals and objectives.
- Submit draft Working Paper No. 2 to the ADOT project manager for review and approval for distribution to the TAC.
- Schedule, prepare for, and attend the third TAC meeting where we will present Working Paper No. 2. The Kimley-Horn team will prepare a meeting summary.
- Address TAC comments and prepare the final Working Paper No. 2 and submit the final Working Paper to the ADOT project manager for posting on the ADOT website.

Products

- Working Paper 2 – Preliminary Goals and Objectives
- TAC Meeting No. 3 agenda, presentation materials, and meeting summary

Task 4 Define Pedestrian Safety Priorities

The objectives of Task 4 are to:

- Develop a procedure to identify promising countermeasure projects that can be implemented at high-crash locations on the state highway system.
- Identify high-priority pedestrian safety projects for the state highway system.
- Develop a prioritization system to rank competing projects (countermeasures). Initial factors to be considered may include: availability of right-of-way, Federal and/or State mandates, e.g. ADA and curb ramp requirements, public support, travel demand, cost of improvements, funding, and safety benefits.
- Develop programming-level cost estimates for the high-priority projects.

Work Tasks

- Identify high-priority crash locations on the state highway system.

- Develop a Pedestrian Crash Countermeasures Identification and Prioritization System. The purpose of the system will be to identify what and where pedestrian crash countermeasures should be implemented to provide for a safer walking environment within the study area.
- Develop a menu of potential countermeasures for high-priority locations. Present countermeasures consistent with level of complexity, cost, level of coordination required, and implementation time frame. Simple countermeasures are those that can be implemented within a relatively short timeframe, and at a relatively minimal cost. Moderate countermeasures may require a longer time to implement, and a higher level of coordination and funding. Complex countermeasures are those that may require several years to implement because of environmental, budget, or other coordination constraints.
- Identify and evaluate, and prioritize potential countermeasures for high-priority crash locations on the state highway system. Evaluate and score each potential countermeasure project for feasibility considering factors such as effectiveness, right-of-way requirements, federal or state mandates, improvements costs, and the anticipated benefit/impact of the improvement. The projects will be ranked considering safety priority and the feasibility score.
- Develop a programming level estimate of probable cost.
- Prepare draft Working Paper No. 3 documenting the above steps.
- Submit draft Working Paper No. 3 to the ADOT project manager for review and approval for distribution to the TAC.
- Schedule, prepare for, and attend the fourth TAC meeting where we will present Working Paper No. 3. The Kimley-Horn team will prepare a meeting summary.
- Address TAC comments and prepare the final Working Paper No. 3 and submit the final Working Paper to the ADOT project manager for posting on the ADOT website.

Products

- Working Paper 3 – Pedestrian Crash Countermeasures Identification and Prioritization System
- TAC Meeting No. 4 agenda, presentation materials, and meeting summary

Task 5 Develop Funding Data and Recommendations

The objective of Task 5 is to perform an assessment of the funding gap for pedestrian safety projects on state highways; identify the unfunded need for pedestrian programs, infrastructure, and maintenance; and recommend potential funding sources and collaborative funding alternatives for pedestrian infrastructure on Arizona's state highways.

Opportunities for providing routine accommodation of pedestrian facilities will be identified through public agency stakeholder interviews and TAC member input. This task will also include a review of current ADOT policies and practices with respect to pedestrian facilities and accommodation. It will be emphasized that the long-term costs of routine accommodation of pedestrians become negligible when countermeasures are routinely accommodated.

Work Tasks

- Review stakeholder surveys (conducted in Task 2) to identify and summarize current funding allocations for pedestrian infrastructure, maintenance, programs, and plans. Review survey results to identify stakeholder estimates and perceptions of unfunded needs for pedestrian infrastructure (including sidewalks, curb-cuts, crosswalks, etc.), maintenance, programs, and plans.
- Supplement the survey results with a review of available programming documents for up to 24 local agencies and jurisdictions to identify funding allocations for pedestrian facilities.

- Supplement survey results with telephone interviews with up to 12 local agencies and jurisdictions (counties, major cities) to identify funding allocations for pedestrian facilities and to identify stakeholder estimates and perceptions of unfunded needs.
- Prepare draft Working Paper No. 4 that includes a summary of funding currently allocated for pedestrian infrastructure and an assessment of the funding gap for pedestrian safety projects on state highways, and recommendations on potential traditional funding sources and creative and/or collaborative funding alternatives that could fill the identified funding gaps.
- Submit draft Working Paper No. 4 to the ADOT project manager for review and approval for distribution to the TAC.
- Schedule, prepare for, and attend the fifth TAC meeting where we will present Working Paper No. 4. The Kimley-Horn team will prepare a meeting summary.
- Address TAC comments and prepare the final Working Paper No. 4; submit the final Working Paper to the ADOT project manager for posting on the ADOT website.

Products

- Working Paper 4 – Funding Assessment and Recommendations
- TAC Meeting No. 5 agenda, presentation materials, and meeting summary

Task 6 Identify Next Steps

The objective of this task is to recommend any additional policies, tools, resources, programs, or data that should be developed to meet pedestrian safety goals and objectives developed in Task 3. Recommendations will be prioritized and implementing agencies/entities will be identified. Implementation recommendations made in previous tasks will be included.

Work Activities

- Prepare draft Working Paper No. 5. Working Paper No. 5 will recommend policies, tools, resources, programs, or data that should be developed to meet pedestrian safety goals and objectives developed in Task 3. Recommendations will be prioritized and implementing agencies/entities will be identified. Working Paper No. 4 will include a summary of implementation recommendations made in previous tasks.
- Submit draft Working Paper No. 5 to the ADOT project manager for review and approval for distribution to the TAC.
- Schedule, prepare for, and attend the sixth TAC meeting where we will present Working Paper No. 5. The Kimley-Horn team will prepare a meeting summary.
- Address TAC comments and prepare the final Working Paper No. 5 and submit the final Working Paper to the ADOT project manager for posting on the ADOT website.

Products

- Working Paper 5 - Implementation Steps
- TAC Meeting No. 6 agenda, presentation materials, and meeting summary

Task 7 Final Documentation

The purpose of this task is to document the activities, findings, and recommendations of the Pedestrian Safety Action Plan in a stand-alone draft Final Report and Executive Summary. The Final Report will include a compilation of data and findings from the five Working Papers and input received from stakeholders and the public.

Work Activities

- Prepare a Pedestrian Safety Action Plan Final Report outline. Present to the ADOT project manager for approval.
- Prepare draft Pedestrian Safety Action Plan in conformance with the approved outline.
- Prepare draft Executive Summary that provides the most relevant information from the Pedestrian Safety Action Plan.
- Submit the draft Final Report and draft Executive Summary to the ADOT project manager for review and approval for distribution to the TAC.
- Schedule, prepare for, and attend the seventh TAC meeting at which the draft Pedestrian Safety Action Plan Final Report and Executive Summary will be presented. The Kimley-Horn team will prepare a meeting summary.
- Compile comments received on the draft Pedestrian Safety Action Plan Final Report and draft Executive Summary, prepare a comment resolution summary, and attend a comment resolution meeting with the ADOT project manager.
- Address each comment in the preparation of the Pedestrian Safety Action Plan Final Report and Executive Summary. The Pedestrian Safety Action Plan will be considered final upon approval of ADOT.
- Produce and distribute to each member of the TAC a CD containing the Working Papers, Final Report, and the Executive Summary. In addition, produce and submit to the ADOT project manager 20 copies of the Pedestrian Safety Action Plan Final Report, 20 copies of the Executive Summary, and 20 CDs in conformance to ADOT requirements.

Products

- Draft Pedestrian Safety Action Plan Report
- Pedestrian Safety Action Plan Report

3. PROJECT SCHEDULE

The project schedule is identified on the following page. Submission dates for draft task deliverables are identified in the table below.

Task	Completion Date (Submittal of Draft Document)	TAC Meeting
Task 1: Work Plan	Thursday, January 31, 2008	Mid February, 2008
Task 2: Existing Conditions	Wednesday, April 30, 2008	Mid-May, 2008
Task 3: Goals and Objectives	Monday, June 30, 2008	Mid-July, 2008
Task 4: Pedestrian Safety Priorities	Friday, August 29, 2008	Mid-September 2008
Task 5: Funding Data and Recommendations	Friday, October 31, 2008	Mid-November, 2008
Task 6: Identify Next Steps	Friday, November 28, 2008	Mid-December, 2008
Task 7: Final Documentation	Friday, January 30, 2009	To be scheduled as necessary



WORK TASKS		MONTHS											
		1	2	3	4	5	6	7	8	9	10	11	12
Task 1	Development of Work Plan		1										
Task 2	Research and Summarize Existing Conditions					2							
Task 3	Develop Goals and Objectives							3					
Task 4	Define Pedestrian Safety Priorities									4			
Task 5	Develop Funding Data and Recommendations											5	
Task 6	Identify Next Steps												6
Task 7	Final Documentation												
Technical Advisory Committee Meetings		✓			✓		✓		✓		✓	✓	✓
		Distribution of Task Document											

- 1 Project Work Plan
- 2 Working Paper No. 1 - Existing Conditions and Obstacles
- 3 Working Paper No. 2 - Preliminary Goals and Objectives
- 4 Working Paper No. 3 - Pedestrian Crash Countermeasures Identification and Prioritization System
- 5 Working Paper No. 4 - Funding Assessment and Recommendations
- 6 Working Paper No. 5 - Implementation Steps
- 7 Final Report and Executive Summary